

SMU
DAY
2025



The logo for SMU Day 2025 is displayed in white text on a red background. The text is arranged in three lines: "SMU" on the top line, "DAY" on the middle line, and "2025" on the bottom line. The background of the entire slide features a blurred image of a group of people sitting at a table, possibly in a meeting or conference setting.

**SMU
DAY
2025**

Disclaimer

This presentation contains forward-looking statements. We have based all forward-looking statements largely on our current beliefs, expectations and projections about future events and financial trends affecting our business. Although management considers these projections to be reasonable based on information currently available to it, many important factors could cause our actual results to differ substantially from those anticipated in our forward-looking statements. Figures related to future dates, as well as the words “target,” “goal,” “objective,” “believe,” “may,” “will,” “aim,” “estimate,” “continue,” “anticipate,” “intend,” “expect,” “forecast” and similar words are intended to identify forward-looking statements. Forward-looking statements include information concerning our possible or assumed future results of operations, business strategies, financing plans, competitive position, industry environment, potential growth opportunities and the effects of future regulation and competition.

By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific, and risks that predictions, forecasts, projections and other forward-looking statements will not be achieved. In light of the risks and uncertainties described above, the forward-looking events and circumstances discussed in this presentation might not occur and are not guarantees of future performance. Therefore, we caution readers not to place undue reliance on these statements. Forward-looking statements speak only as of the date they were made, and we undertake no obligation to update or revise any forward-looking statements included in this presentation because of new information, future events or other factors.

Agenda

1. Highlights Plan 2023-2025

2. Industry and Trends

3. Strategic Plan 2026-2028

Strategic
Plan
23
25



Omnichannel
Growth



Customer
Experience



Efficiency &
Productivity



Committed &
Sustainable
Organization

FINANCIAL
CAPACITY

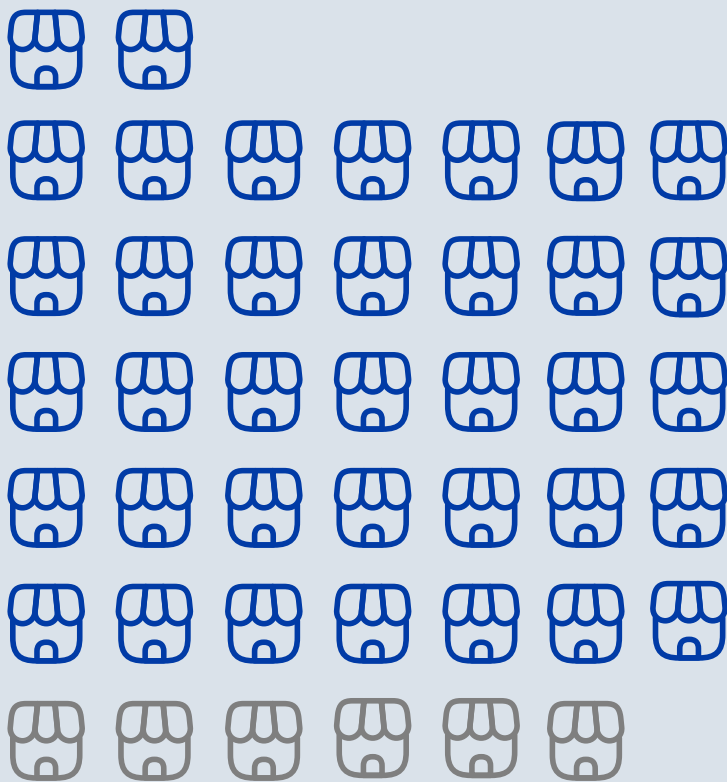
TECHNOLOGY &
DIGITALIZATION



37 new openings in Chile between 2023 and 2025 to date (with six more planned for December), outperforming our expectations

37

Openings in Chile



+23 
unIMARC

+7 

+7 

+16%

Actual sales vs.
planned sales*

54%

of new stores with
sales/ m2 above
average for format*

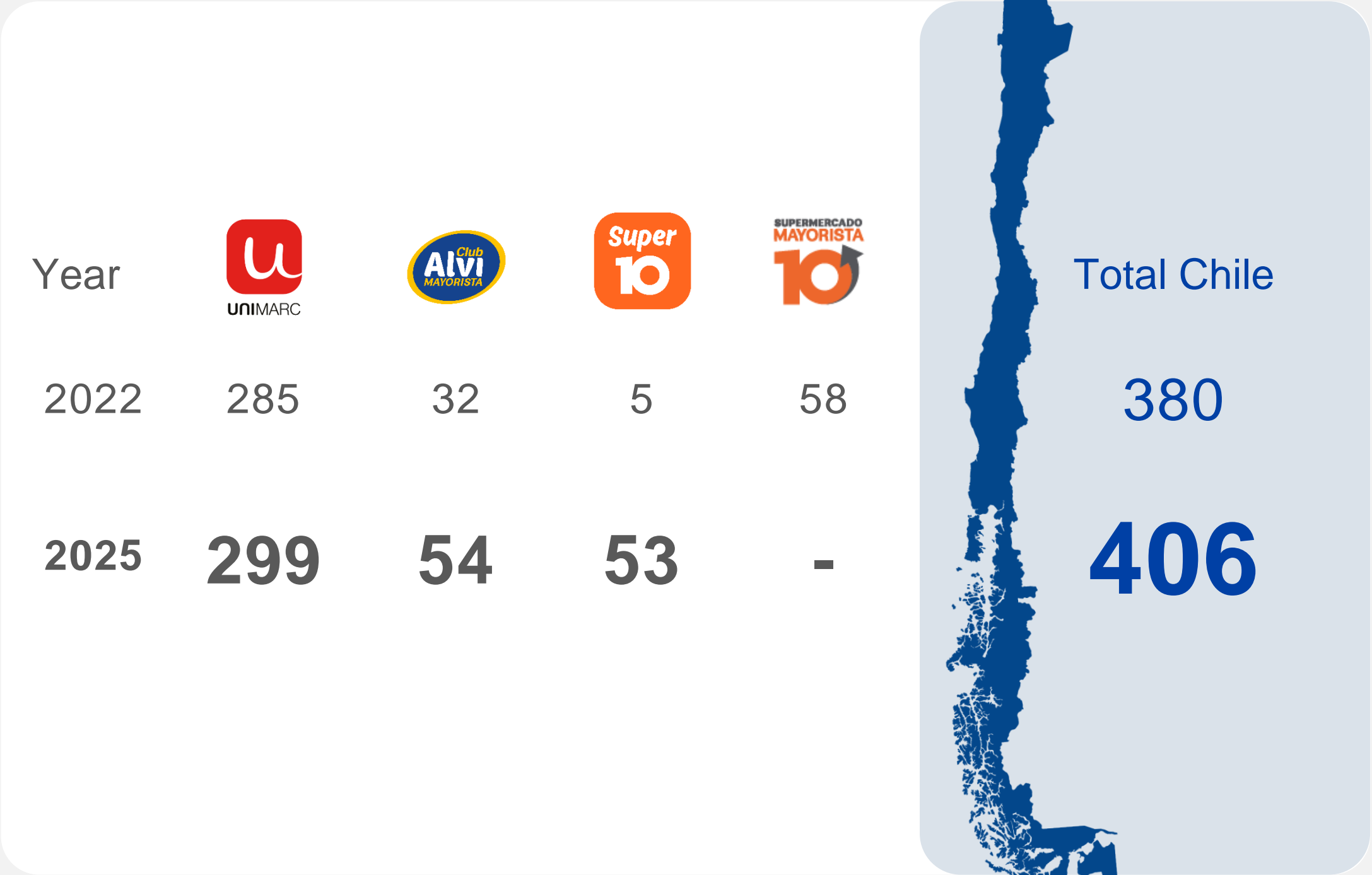
50%

of new stores with sales/
FTE above average for
format*

*Stores opened between January 2023 and January 2025.
Performance for 3Q25.



Optimization and consolidation of the multiformat strategy in Chile, **expanding scale and geographic coverage:** With new openings plus the acceleration of Mayorista 10 conversions, **we have streamlined our operations, achieving three formats with the critical mass needed to compete more effectively.**





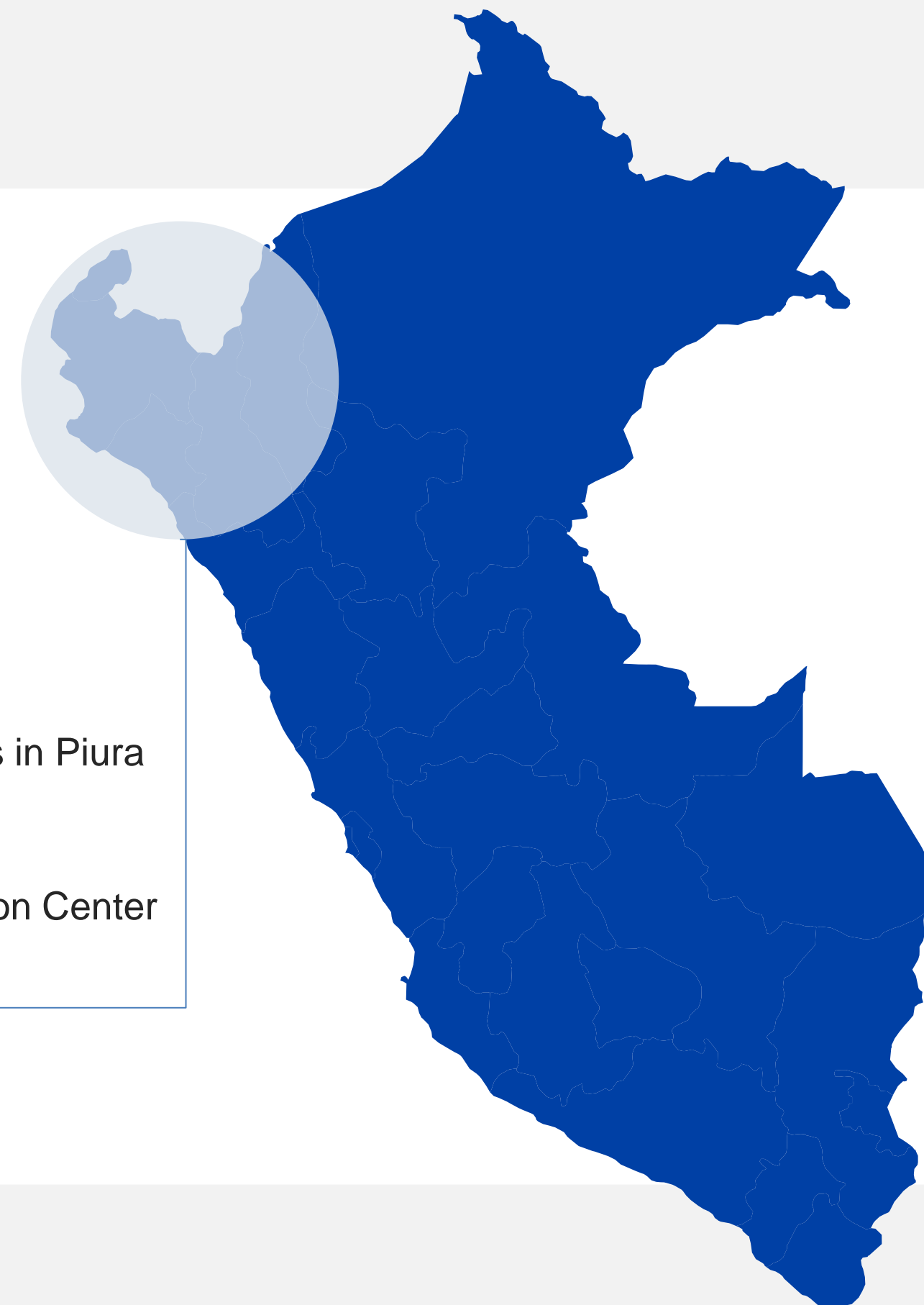
9 new openings in Peru between 2023 and 2025 to date (with four more planned for December), in addition to a new distribution center to support future growth, helping generate the scale needed to compete more effectively.



New Openings in Piura



New Distribution Center





Between 2023 and 2025, we expanded our online coverage,
offering new alternatives for our customers

Total online sales growth

+22%

CAGR 2022 - LTM
Sept. 2025

Growth in own- platform online sales

UNIMARC.cl

+18%

CAGR 2022 - LTM
Sept. 2025

Alvi.cl

+138%

CAGR 2022 - LTM
Sept. 2025

New click & collect locations

UNIMARC.cl

Alvi.cl

+11

Regions with
click & collect

Partnerships with last milers



Sales through last
milers

+12%

CAGR 2022 - LTM
Sept. 2025

+29%

stores operated
with last milers vs.
2022, reaching 146



Private Label

We have developed a portfolio of specialized private label brands, achieving significant penetration in sales



D•KORA



KidsforKids

TeNTO

the
böss



B' BEAUTY



My
WAY

Merkat

Nuestra
Cocina



Amada
MASA

Como
en Casa

BLACK
STEAK
& COMPANY

13%

private label
penetration

+500

new products
launched 2023-
2025

33%

of private label products
have **eco-friendly**
packaging, vs. 11% in
2022



Efficiency initiatives across stores, logistics and energy have helped **offset significant increases in labor and electricity costs**



100%

Unimarc stores with **efficient operating model** implemented (improving product availability)

39

stores with **digital treasury** (savings on cash transport services)

+66%

stores with **self-checkout** vs. 2022, reaching 251



95%

box volume with **voice picking** (improved productivity)

8.4%

shipments from DCs to stores using **electric trucks**

99%

perishables categories with Blue Yonder demand planning



18%

energy consumption with unregulated rates: +15pp vs. 2022, supplied by **renewable sources**

5-10%

lower energy consumption at **Sustainable Store** project locations

100%

Facilities operated by SMU in Chile with **energy management system certified under ISO 50001**



700 Products	+160 Suppliers	+800 Hours of mentorship between 2023-2025	+75% Stores with exclusive in-store display spaces vs. 2022, reaching 193
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Initiatives that drive the **sustainable development** of our business, generating **shared value** for our stakeholders



Food Waste Reduction	19,500 Tons of food waste avoided between 2023-2025	1,900 Tons of food donated to people in need between 2023-2025
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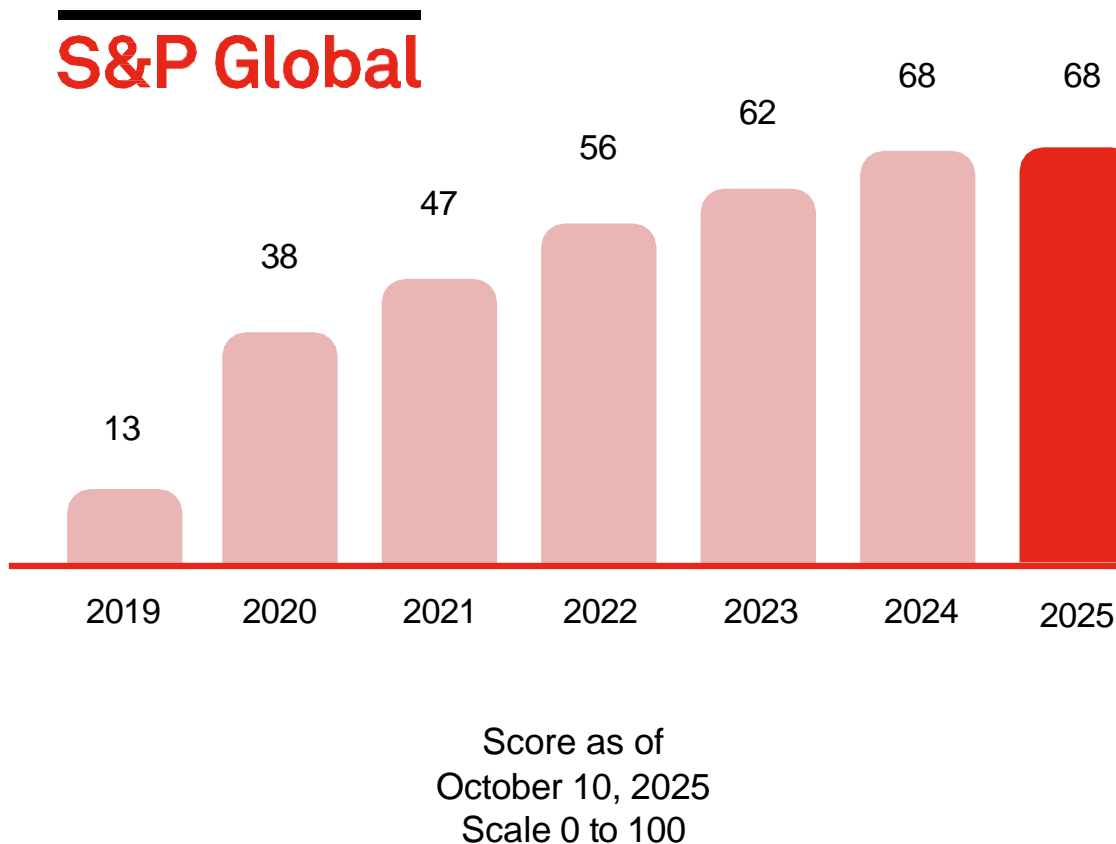
Diversity & Inclusion	36% Leadership positions held by women	CLP 4.1 Bn Contributed to Teletón between 2023-2025
	1.46% Employees with disabilities (46% above legal requirement)	Only Chilean food retailer with a certified gender equity management system for all formats.



ESG Performance

In 2024, we qualified for the **Dow Jones Sustainability Index** for Chile and MILA for the first time, achieving the **highest score in Chile** within our industry*, ranking #2 in Latam and #8 worldwide.

S&P Corporate Sustainability Assessment



Outstanding performance within the food & staples retailing industry.

S&P Global

©S&P Global 2025.

SMU S.A.

Food & Staples Retailing

**Sustainability
Yearbook Member**

**Corporate Sustainability
Assessment (CSA) 2024**

68/100

Score date
February 5, 2025

For terms of use, visit www.spglobal.com/yearbook.

SMU included for the first time in the 2025 S&P Global Sustainability Yearbook.

*CSA 2024 performance.

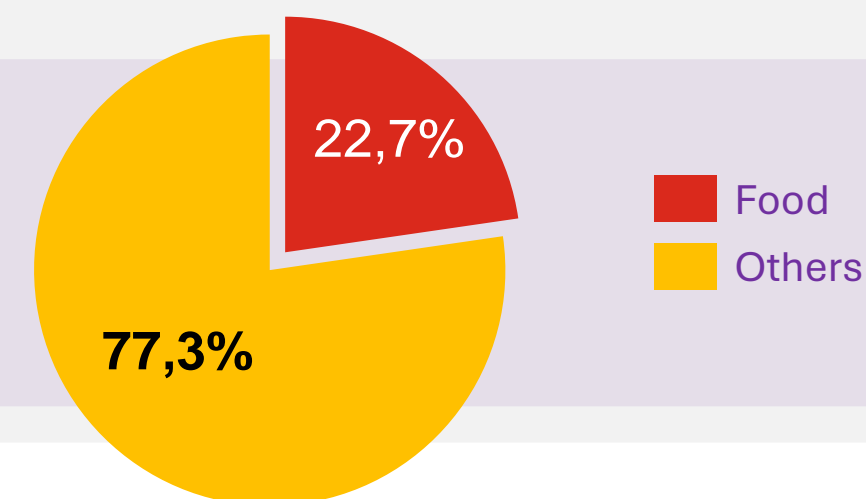
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- 2. Industry and Trends**
3. Strategic Plan 2026-2028

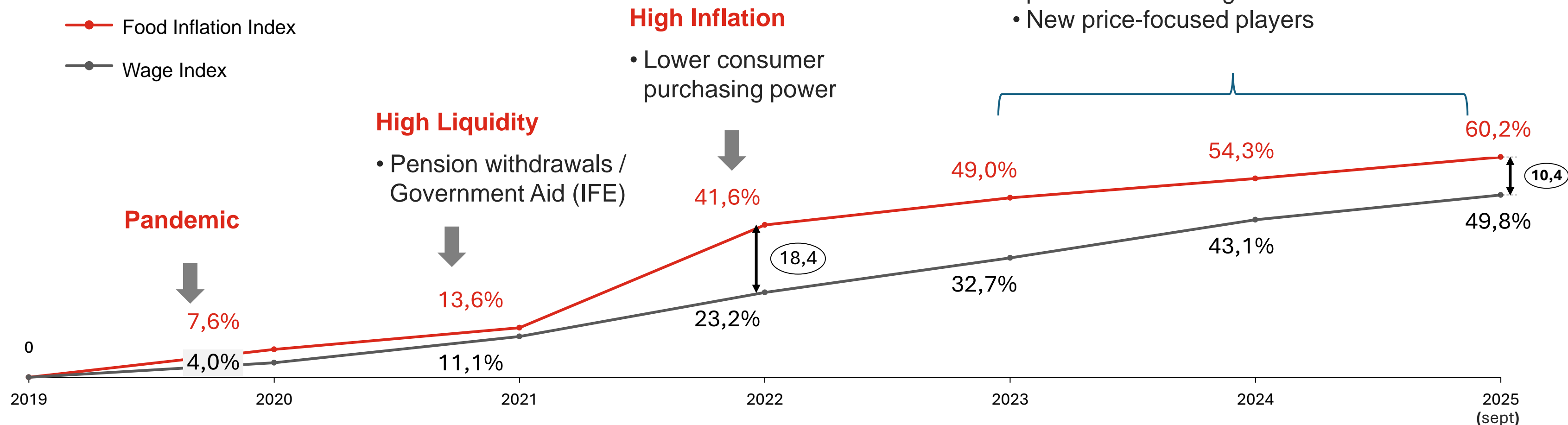
Market Context

In recent years, consumer purchasing power has deteriorated due to rising food prices.

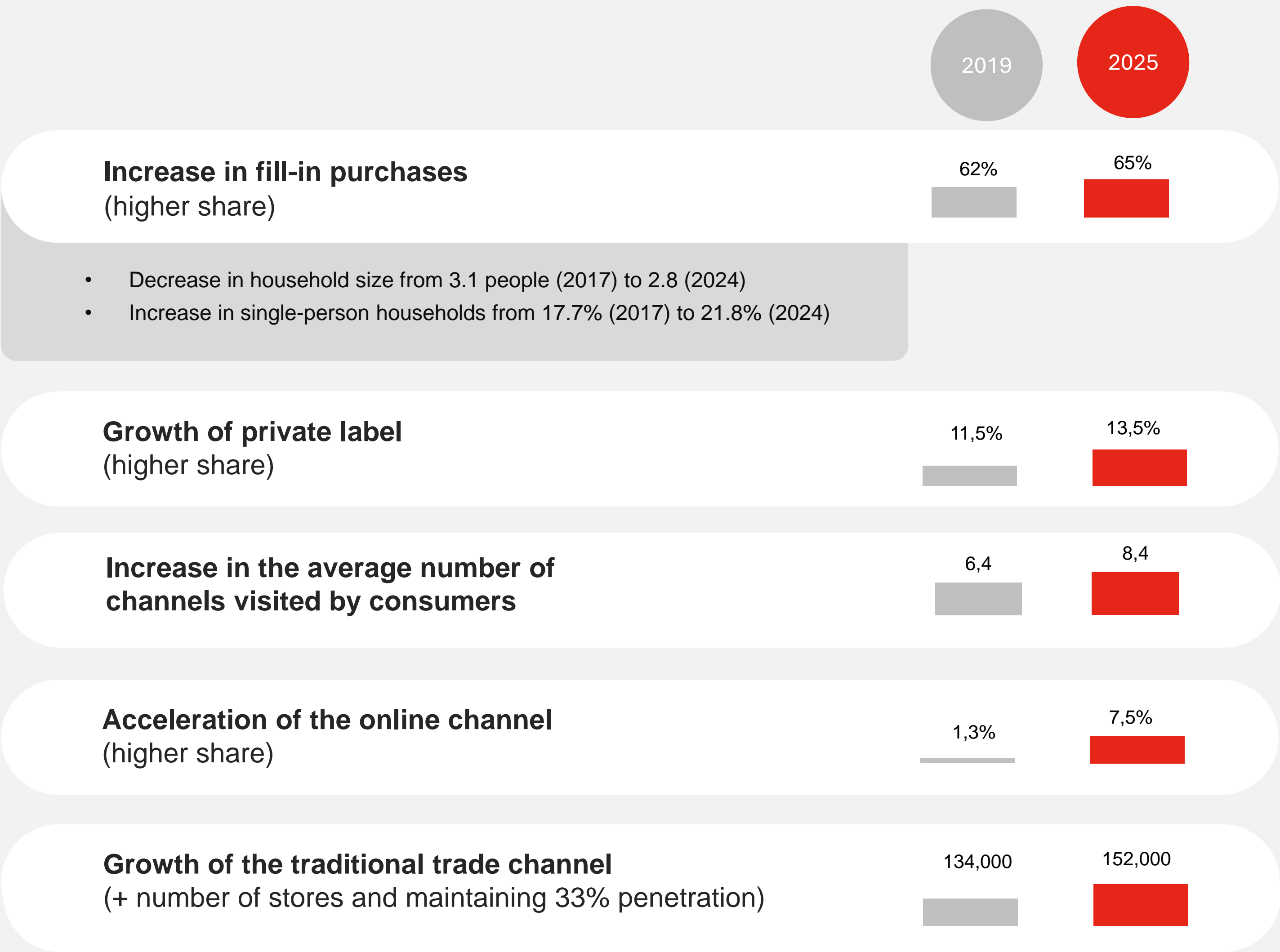
Food is the most relevant spending category for Chilean households.



Nominal Food Inflation vs. Nominal Wage Index (Cumulative Figures)



Changes in customer
purchasing behavior



In the coming years, we expect favorable trends for the development of our formats



Improvement in purchasing power due to economic stability:

GDP
2026-2028
2.3%

CPI
2026-2028
3.0%



Increasing fill-in purchases:

Family Size



Growth in single-person households



Resilient traditional trade channel



Physical stores remain relevant:

CAGR m2
2019-2025
1.6%

Future opening plans

Agenda

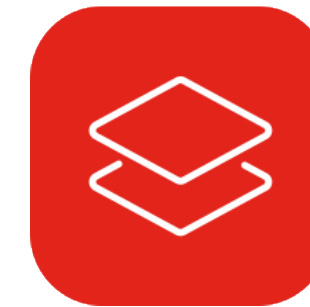
1. Highlights Plan 2023-2025
2. Industry and Trends
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Growth + Competitiveness + Efficiency

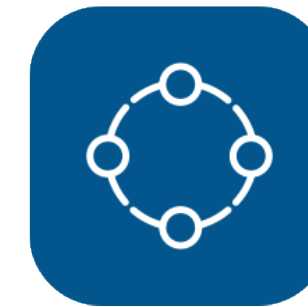
Our new roadmap builds on the **optimization and consolidation of our multiformat strategy** achieved in 2025: three formats with critical mass and well-defined value propositions that respond to market trends



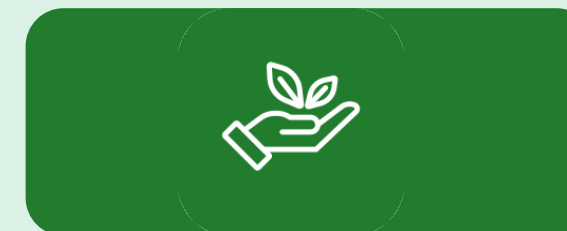
Growth with Value for
the Customer



Technology
Assets



Efficiency &
Productivity



Sustainable
Culture



Growth with Value for the Customer



We want to grow and enhance the value propositions for all our customers

Final customer and
B2B customer

Fill-in and stock-up
purchases

High, medium, and low
sophistication

VALUE
EQUATION

=

ASSORTMENT, FRESHNESS, PRIVATE
LABEL, OMNICHANNEL

PRICE + TIME



SMU
DAY
2025



Growth with
Value for the
Customer

Tu día **más fácil** en  UNIMARC

Traditional supermarket, **leader in fill-in purchases**, focused on offering a **fast and easy shopping experience**, with **proximity, freshness, and convenience**, targeting **medium- and high-sophistication** customers.



299
stores



9 million
customers per year
~70% medium and high
sophistication



Focus on food
(6,000 average SKUs)





Strengthening our leadership in **fill-in purchases** through a relevant assortment for our customers, focused on **fresh and private label** products



Focus on Fresh

Meat, Fruits & Vegetables, Bakery & Pastry, Cold Cuts & Cheese, Prepared Meals

Continue growing private label





Improving competitiveness in regular and promotional prices



Pricing

Highly competitive pricing for products to which customers are most **price sensitive** leveraging our **private label** offering

Promotional offering

Focus on extended marketing campaigns, combined with short, high-impact campaigns aimed at **generating store traffic with competitive offers on products that are relevant to our customers**




Rewarding Loyal Customers

Loyalty program offers discounts and benefits to our most loyal customers.

3.8 million

members with purchases in the last 3 months

9.1 million

members with signed terms and conditions



Growth with
Value for the
Customer

Continuing to **expand our coverage**, reaching more municipalities to be closer to Chilean families, thus reinforcing our national presence and reaching 86% of the population.

Hybrid Omnichannel Model

- Unimarc.cl: planned purchases
- Partnerships with last milers: express purchases

We will reach **86%**
of the population

+58
additional
municipalities

**+Click &
Collect
locations**



UNIMARC



Click & Collect



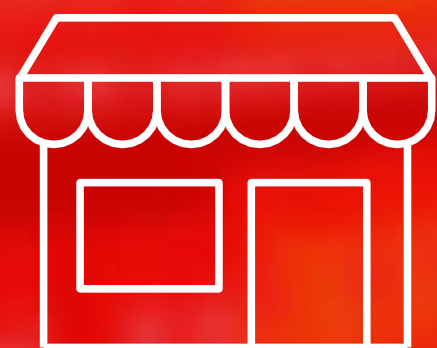
Home Delivery



We will continue **growing**, increasing the number of stores and upgrading existing stores to Unimarc's most modern and successful prototype



We want
to keep growing!



+23*

OPENINGS
2023-2025

+23

OPENINGS
2026-2028

+51

**STORE
UPGRADES**
2026-2028



* As of the end of November 2025.



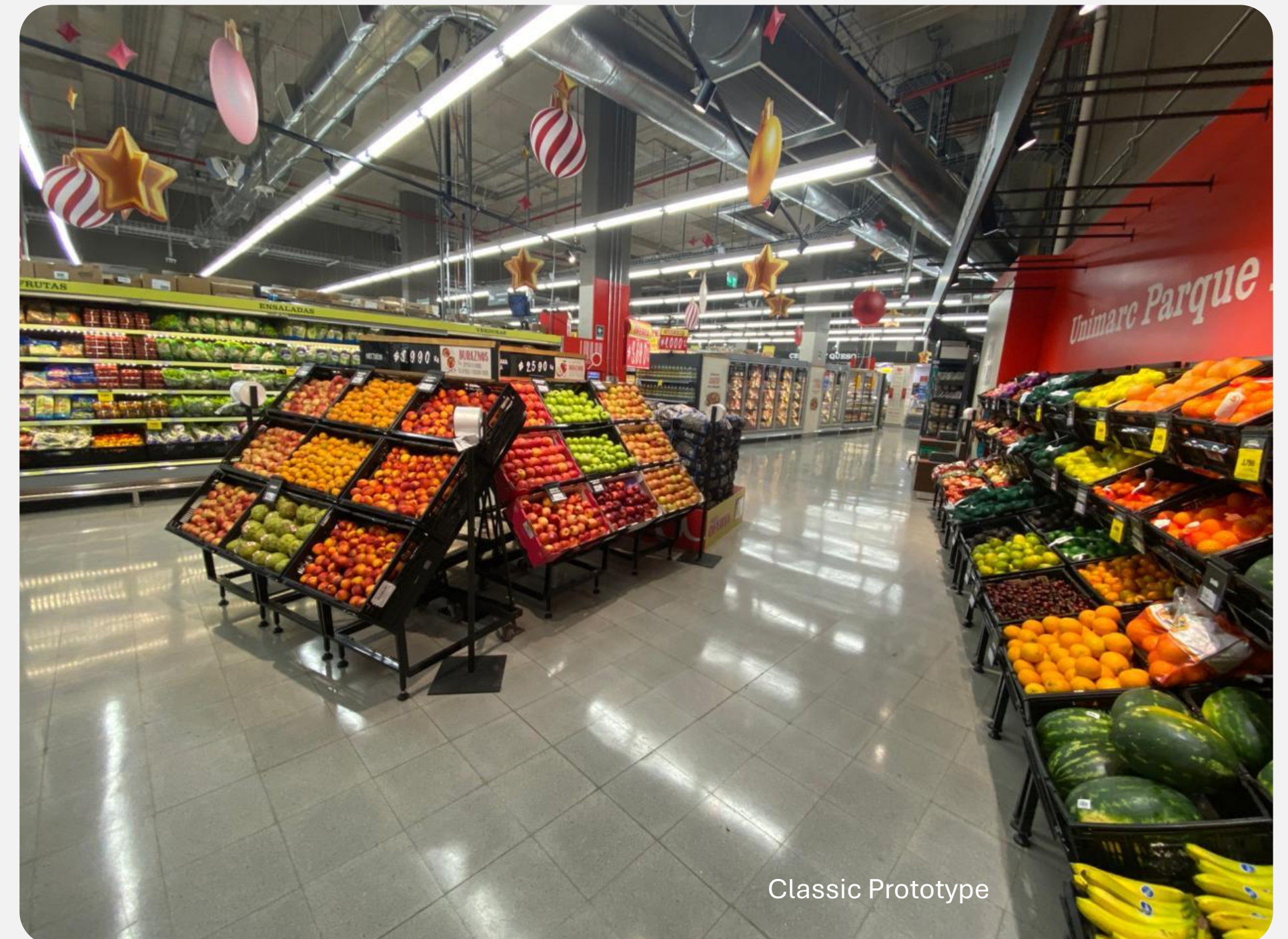
Upgrading 51 stores to Unimarc's most modern and successful prototype.

Increased presence of fresh products

Updated store layout and new look & feel, with positive impact on sales and margin



Premium Affordable Prototype



Classic Prototype

**SMU
DAY
2025**



Growth with
Value for the
Customer

Super 10
¡Súper Barato!

Soft-discount supermarket focused on offering **low prices** and an **efficient assortment**, covering **fill-in and stock-up** needs for a fast and easy shopping experience



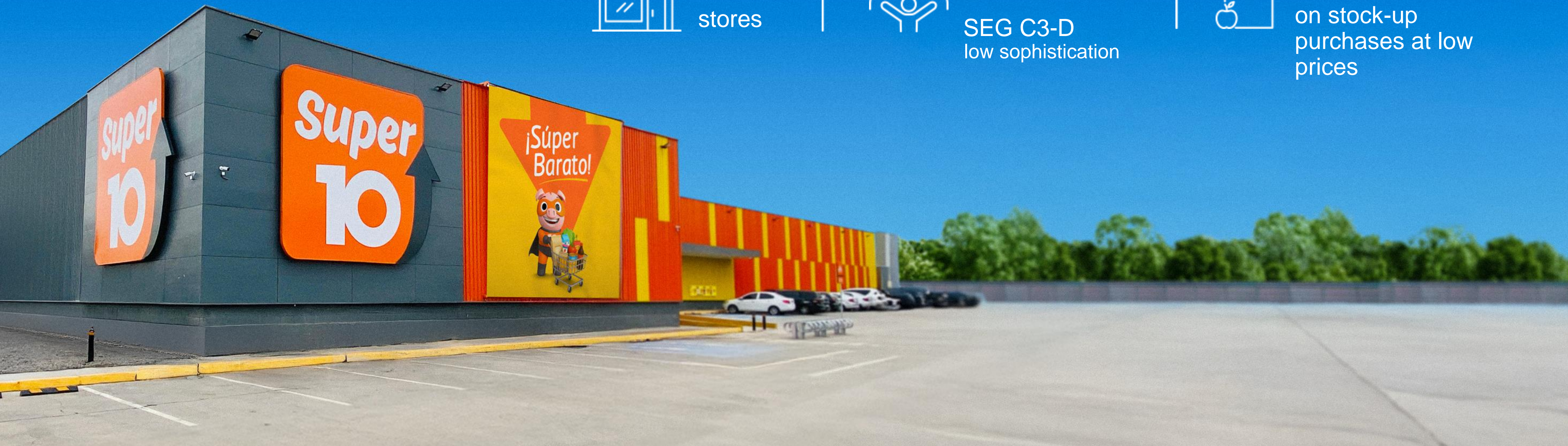
53
stores



80% customers
SEG C3-D
low sophistication



Focus
on stock-up
purchases at low
prices





Strong coverage expansion
(conversions + openings)

+30

stores in
2025

500 mil

customers to date

Critical mass for communication
campaigns

Brand **relaunch** with new tagline



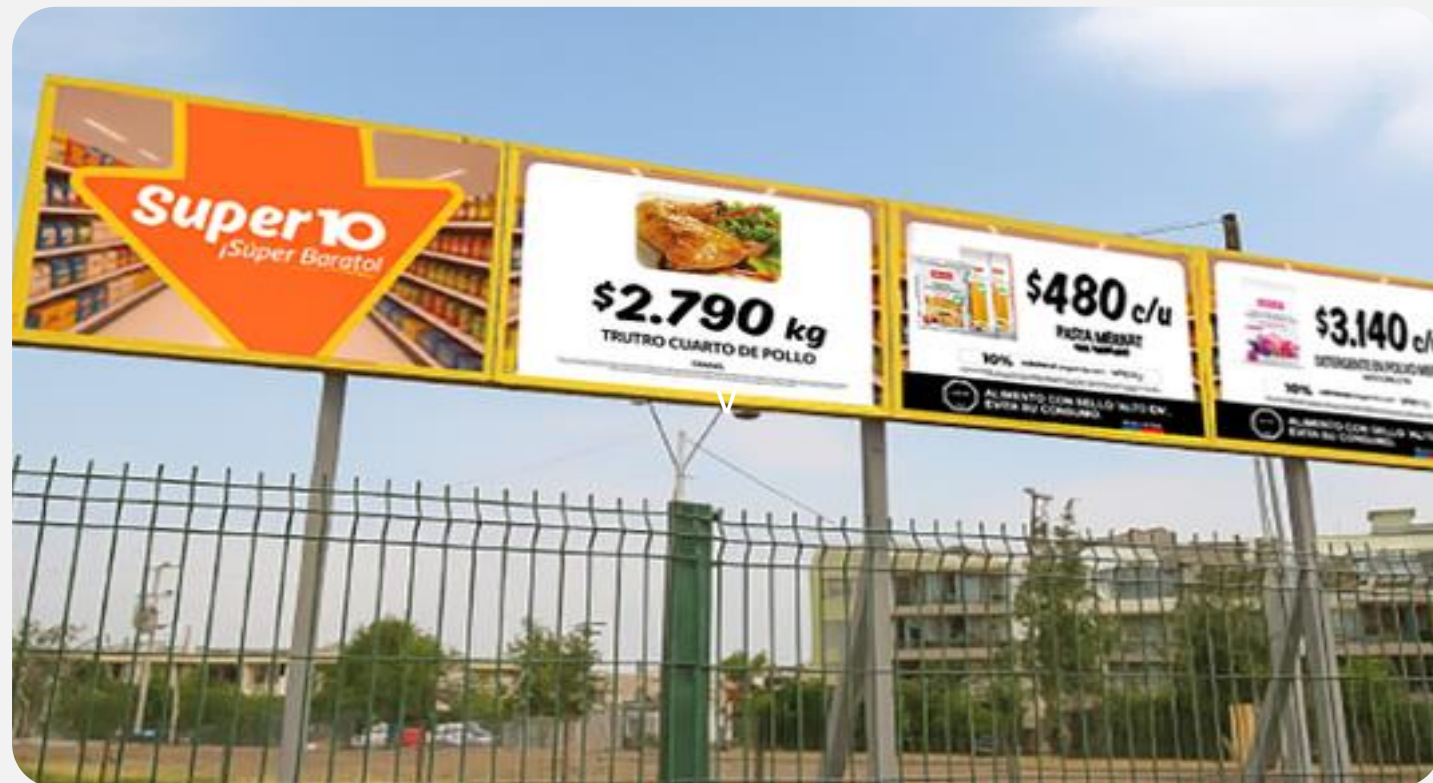
Super 10 value proposition

Positioning Super 10 as the supermarket that offers **the lowest prices on the basket of products most relevant to its customers**



“Super Barato” Strategy

Offer the **best prices** on the **basket of products most relevant to C3-D families**



High penetration of
private label



High visibility
of low prices



Super 10 value proposition

We will strengthen an efficient, price-oriented assortment, increasing our private label leadership



Efficient assortment for stock-up purchases, covering all units of need for its customers

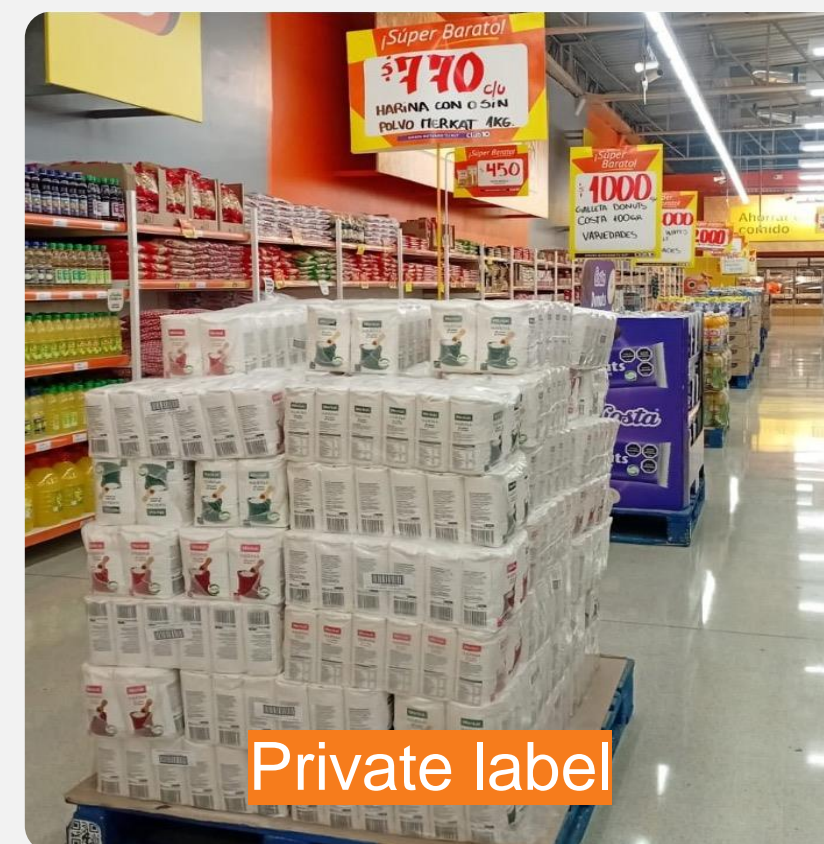
+3,700
Average SKUs



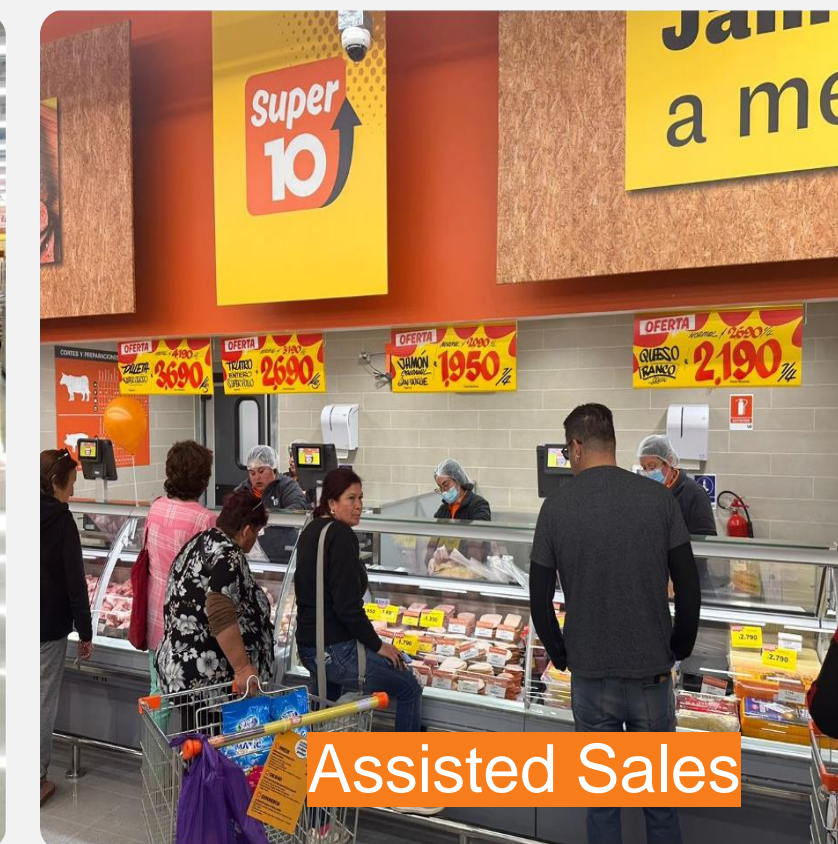
Basic foods



Increase private label sales penetration



Private label



Assisted Sales

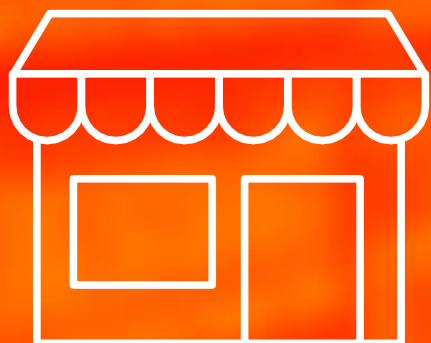


Super 10 value proposition

We will continue growing with new stores in 2026–2028



**We want
to keep growing!**



+48*

**OPENINGS &
CONVERSIONS**
2023-2025

+10

OPENINGS
2026-2028



* As of the end of November 2025.

**SMU
DAY
2025**



Growth with
Value for the
Customer



¡Tu mejor socio!

Leader in the cash & carry segment, focused on meeting the needs of B2B customers to supply their businesses, with a specialized assortment



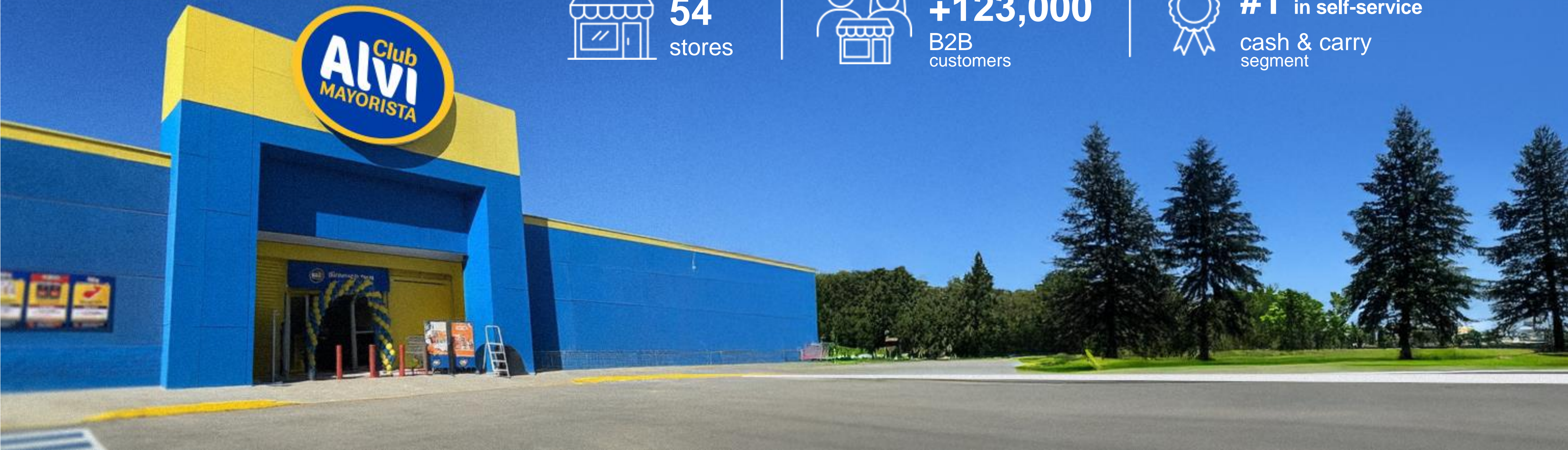
54
stores



+123,000
B2B
customers



#1 in self-service
cash & carry
segment





Consolidating our Omnichannel Strategy to drive growth and deepen our relationship with B2B customers

OMNICHANNEL STRATEGY

B2B customer-centric



SELF-SERVICE



DIRECT SALES

Multiple sales channels to meet customer needs.

We aim to grow the penetration of e-commerce and direct sales from 6% to 15% of sales by 2028.

E-COMMERCE





Continue strengthening the strategy focused on **B2B customers** while taking advantage of the opportunity to increase sales to **final customers** for stock-up purchases



+123,000 B2B customers

We **serve 65%** of traditional trade customers in Chile

75% of Alvi's sales come from B2B customers

90%

Traditional Trade Customers
Mom-and-pops | Liquor Stores | Minkmarkets | Kiosks

10%

HORECA Customers
Hotels | Restaurants | Catering

25% of Alvi's sales come from final customers



Efficient assortment to maintain leadership in traditional trade, expanding both HORECA and fresh assortments

Efficient Assortment

to meet the B2B customer's business needs, as well as satisfy stock-up needs for price-sensitive final customers



Private Label

Price perception and differentiation

Merkat

TENTO

FUNDO
RIOALEGRE

Smart
Clean

Nuestra
Cocina

Amada
MASA

Como
en Casa

Pelayo



Special Formats

Specialized assortment for mom-and-pops and HORECA





Regular Price

AHORRO
en **Grande**



AHORRO
en **Grande**



ACEITE VEGETAL MERKAT
900 ML.

PRECIO SOCIO DESDE: **12 un. \$1.370 c/u**
3 un. \$1.420 c/u
Precio No Socio: \$1.560 c/u

Alvi.cl | Alvi | App Alvi

Hazte socio en alvi.cl o en la app

AHORRO
en **Grande**



ARROZ G2 MERKAT
GRANO LARGO DELGADO 1 KG

PRECIO SOCIO DESDE: **10 un. \$920 c/u**
3 un. \$990 c/u
Precio No Socio: \$1.090 c/u

Alvi.cl | Alvi | App Alvi

Hazte socio en alvi.cl o en la app

Promotional Price

SÚPER
OFERTAS



COCA COLA, FANTA O SPRITE
VARIEDADES RETORNABLE 2 LT.

PRECIO SOCIO DESDE: **8 un. \$1.390 c/u**
4 un. \$1.450 c/u
Precio No Socio: \$1.630 c/u
15% adicional pagando con

Alvi.cl | Alvi | App Alvi

Hazte socio en alvi.cl o en la app

IN\$UPERABLES
De Perfumería Y Limpieza



PAPEL HIGIÉNICO ELITE ULTRA SUAVE
DISPLAY 50 MT. X 4 UN.

PRECIO SOCIO DESDE: **2 un. \$2.450 c/u**
1 un. \$2.550 c/u
Precio No Socio: \$3.290 c/u
15% adicional pagando con

Alvi.cl | Alvi | App Alvi

Hazte socio en alvi.cl o en la app



Pricing

Based on offering everyday low prices, with a **tiered pricing structure and volume discounts**.

Promotional offering

Monthly and biweekly cycles focused on **driving traffic to stores with the best offers in the market in key customer categories**



Further strengthening Club Alvi by offering more and better benefits aligned with customer needs

Club Alvi differentiation

Supporting B2B customers with benefits that drive growth and development:

- Discount coupons
- Training
- Credit
- Partnerships



clubAlvi
TIENE PARA TI
MÁS BENEFICIOS

+compras
+conviene

Socio CLUB
Socio PLATA
Socio ORO
Socio VIP

CUPONES
¡Personalizados de descuento!

ACTÍVALOS EN
Alvi.cl | App ALVI | O KIOSCO

Tu mejor socio te ayuda a ahorrar

Club Alvi MAYORISTA

IMPULSA
tu negocio

Participa por:

- Fondos para financiamiento
- Kit de mejora de imagen para tu negocio

Próximamente
publicaremos las bases de
la 2da versión del programa

Tu mejor socio te ayuda a crecer

ACADEMIA
club Alvi

CAPACÍTATE GRATIS

En Academia Alvi encontrarás **cursos gratuitos para ti**, que te ayudarán a desarrollar tus habilidades para rentabilizar aún más tu negocio.

Si ya eres socio comerciante accede ahora a los cursos para ser un socio experto, si aun no eres socio **¡regístrate!**

Plataforma en línea 24 horas al día
Obtén y descarga tu diploma
Sé un socio experto en 10 módulos

Club Alvi MAYORISTA



Accelerating national coverage expansion and implementing store upgrades using Alvi's successful prototype



**We want
to keep growing!**



+22*

**OPENINGS &
CONVERSIONS**
2023-2025

+5

OPENINGS
2026-2028

+29

**STORE
UPGRADES**
2026-2028

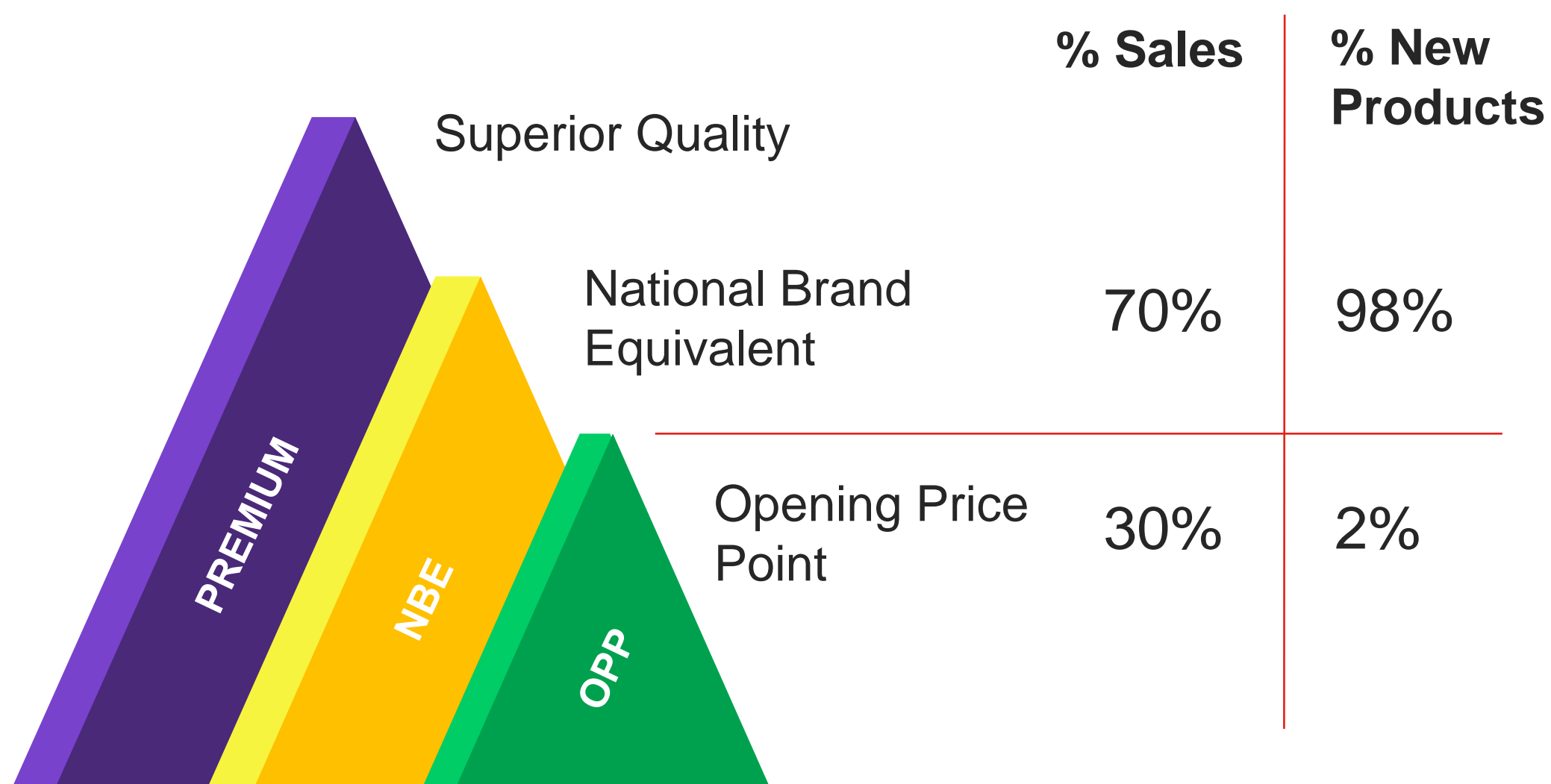


* As of the end of November 2025.



Private Labels & Exclusive Brands

The Role of Our Brands



*LTM as of October 2025

Our Strategy



Differentiation



Profitability



Competitiveness

Our Target

13%

Private Label penetration
2025

16%

Private Label
penetration
Target 2028



Private Labels & Exclusive Brands

Brand Plan: **Differentiation**

Differentiating our formats through development of Private and Exclusive Brands.

Brand portfolio **redesign**:

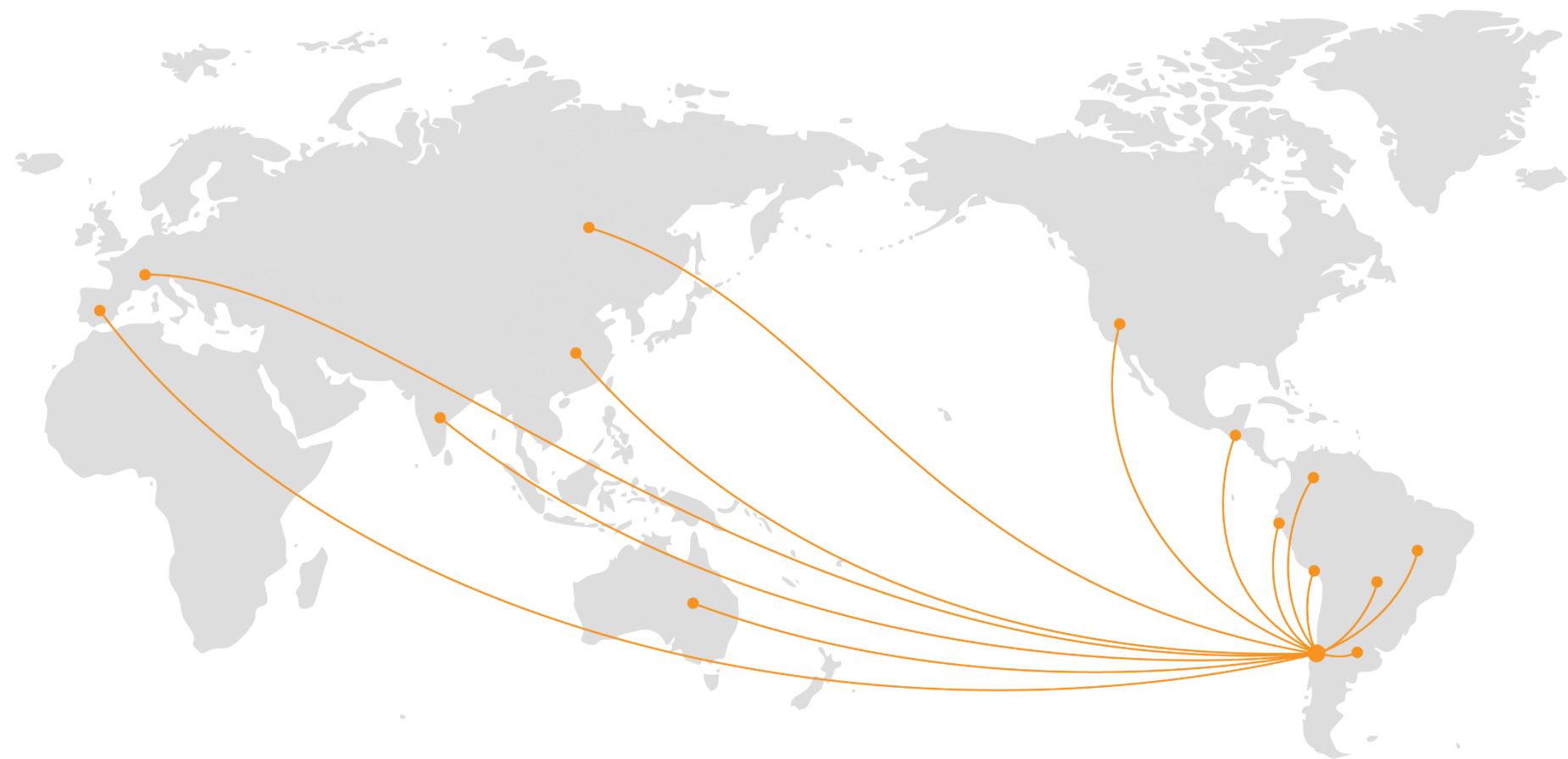
1. **Focus** product offering on the most relevant brands.
2. **Renew** Private Labels from their core.
3. **Complement** the assortment with Exclusive Brands.





Private Labels & Exclusive Brands

Brand Plan: **Profitability**



Profitability driven by:

1. Shortening the value chain by sourcing at **origin**.
2. Greater **pricing and promotion** intelligence.
3. Stronger development of **Mid-Tier brands**.



Private Labels & Exclusive Brands

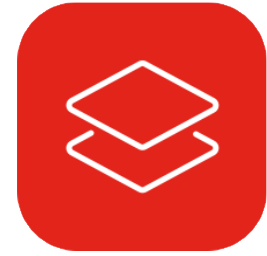
Brand Plan: Competitiveness

Strengthening the competitive proposition—quality at the best price—supported by an attractive and efficient brand portfolio.

Format competitiveness **reinforced** through:

1. **Focused and efficient** Entry Price strategy.
2. **Full coverage** of basic categories in each format.
3. **Maintaining** leadership in the price segment.





Technology in Retail



CUSTOMERS

Greater digitalization in
payment methods and
shopping channels



STORE & LOGISTICS

Implementation of new
technologies



PEOPLE

Introduction of Artificial
Intelligence agents

Digital transformation and AI create strategic opportunities to attract **customers** and optimize **business** operations with greater efficiency, requiring strong change management to support **employees** through technology adoption.

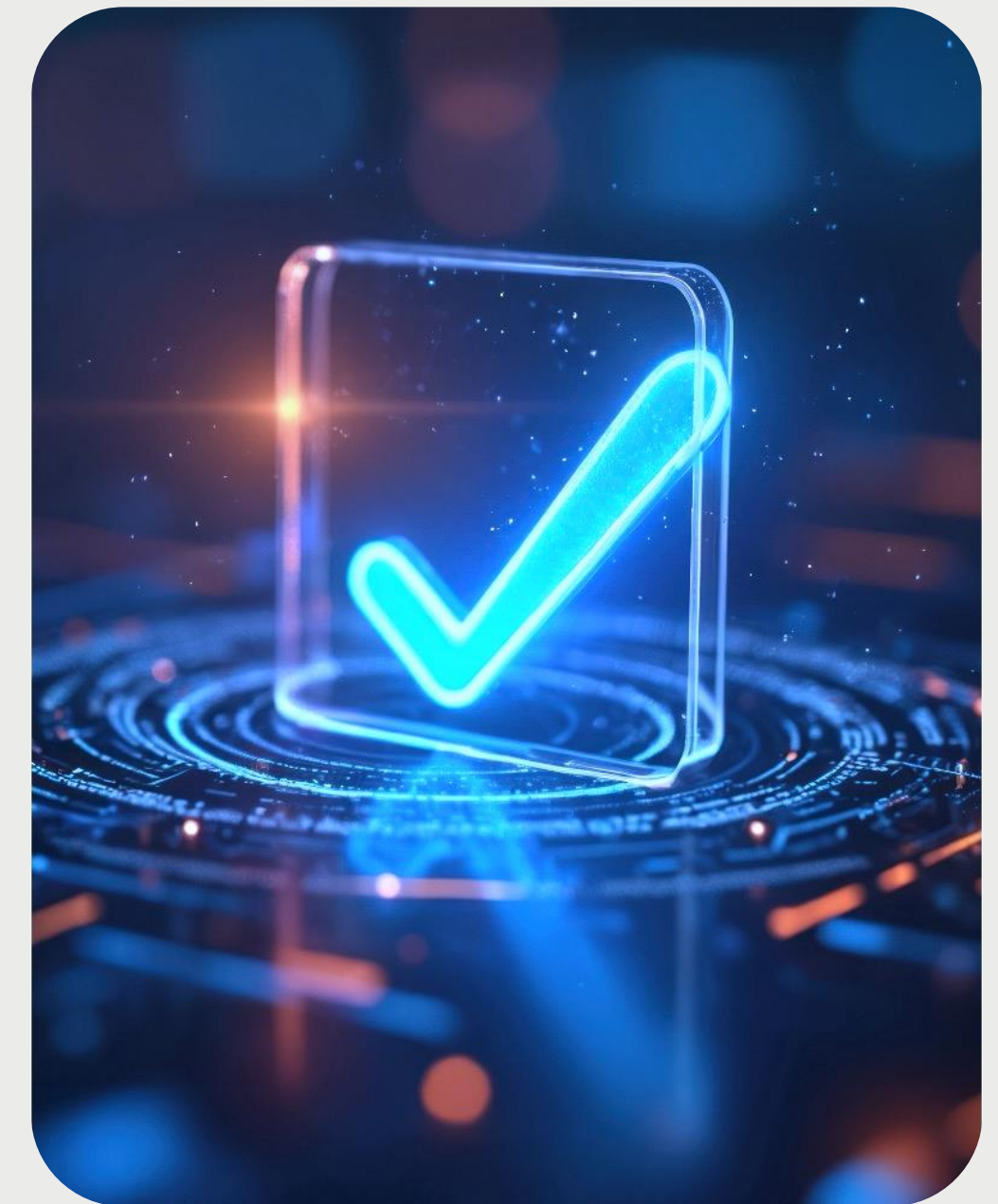


Technology enabling SMU's growth

- + Sales
- + Stores
- + Upgrades
- + Logistics Network
- + Private Labels
- + Efficiency

Implementing SMU's digital technology assets

Helping to drive **profitable growth** and develop a **more flexible, efficient company** prepared to deliver **greater value to customers**.





Transforming the transactional core into an **agile and orchestrated digital core** that accelerates adoption of new technologies.

2025

Transactional Core

Updated transactional platforms support a more efficient, secure, and future-ready operation.

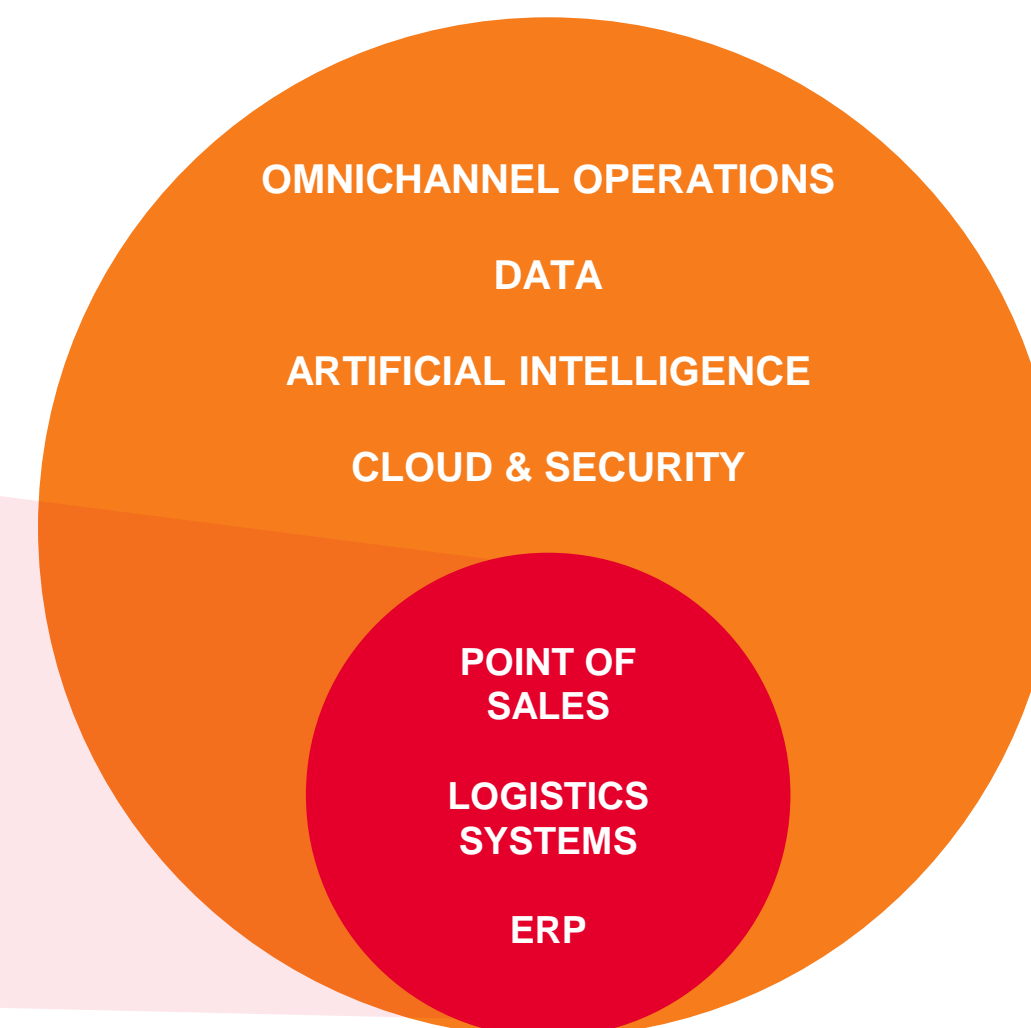


STANDARDIZE & SIMPLIFY
RATIONALIZE & MOVE TO CLOUD
ADOPT NEW TECHNOLOGIES

2026 - 2028

Digital Core

Agile and orchestrated digital core enabling new technologies across all formats with sustainable cost structures.





Culture of discipline

SMU operates with a **culture of savings and efficiency** supported by technology, optimizing every process to be as agile and profitable as possible

Operating efficiency

is essential to profitability in our industry and embedded in our culture.

Technological and operating innovation

helps mitigate rising operating expenses.



Logistics
Efficiency



In-Store
Efficiency



Back Office
Efficiency



Energy
Efficiency



Logistics Efficiency

Supply-chain efficiency increased through **technology adoption, logistics-network optimization and expanded DC capacity.**



Network Optimization

- Transport route optimization (TMS)
- Upgrade warehouse management system
- Process automation



Network Expansion

- Increased m2 and New DCs
 - ✓ Support organic growth
 - ✓ Higher supplier centralization
 - ✓ Centralized safety stock

Logistics Network
Capacity in 2028

+25%
(m2)



Culture of Efficiency

We will enhance in-store efficiency by **optimizing processes** to ensure **high product availability** and a **superior shopping experience**

Product availability improvement

- Digital shelf management
- Automatic replenishment upgrades

Productivity improvement

- Self-checkout (+60 Unimarc, +35 S10)
- Efficient replenishment and display
- More efficient in-store production processes

Loss prevention

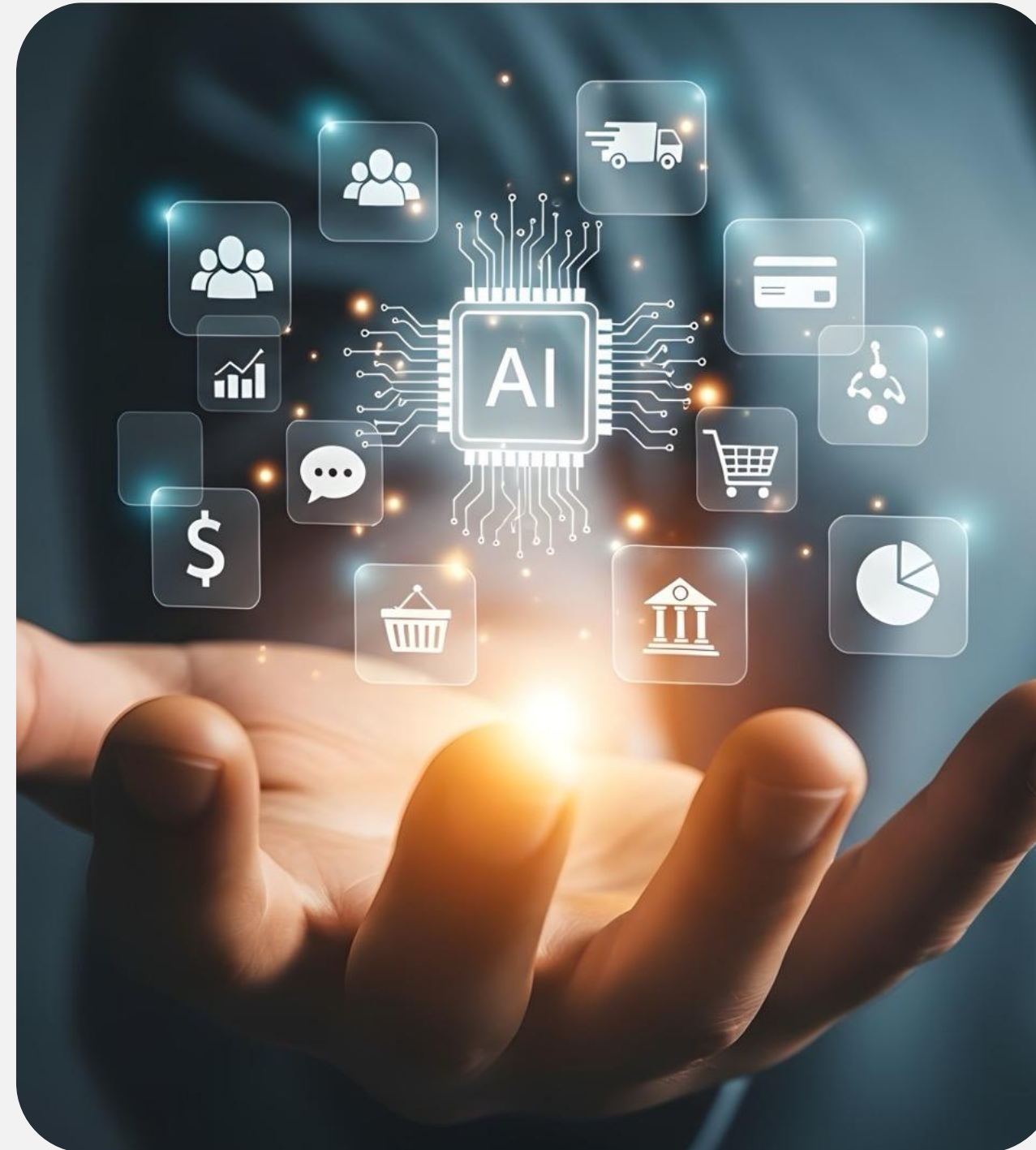
- Demand accuracy
- ↓ Inventory days
- ↑ Unit picking





Culture of Efficiency

**Back office processes optimized
and digitalized**



- World-class analytical tools to identify opportunities with technology
- Incorporation of AI agents
- Implementation of enhanced RPA



Savings on Electricity Rates

+180

stores migrating to
unregulated rates
in 2026–2028

\$2.5 Bn

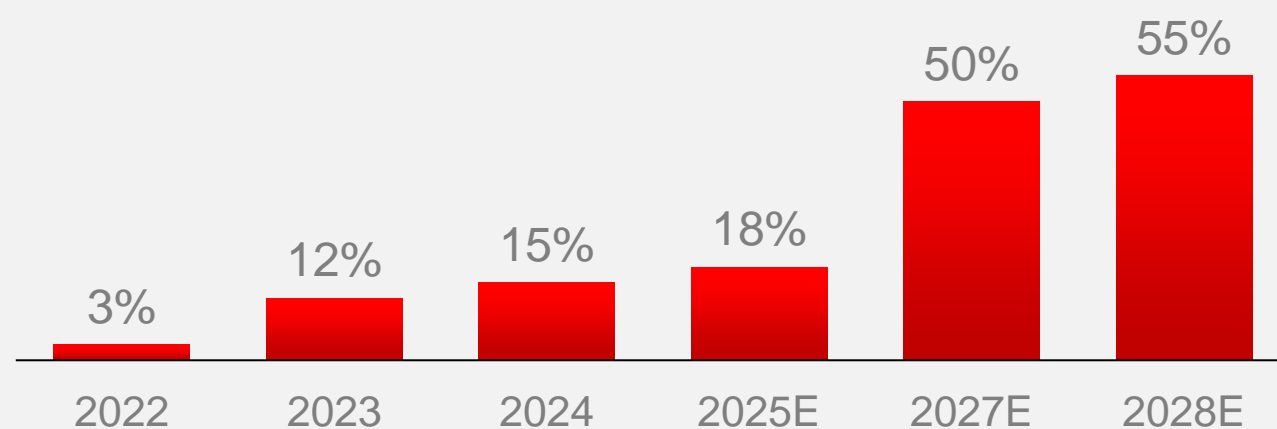
Projected savings in
2026-2028 from lower
rates

55%

energy consumption in
Chile under unregulated
rates and supplied by
renewable sources by
2028

Renewable Energy / Unregulated Rates

(% of contracted electricity consumption in Chile)



Savings on Energy Consumption: Sustainable Store

- 16 stores (~6% of consumption)
- Energy monitoring systems
- Automated lighting/HVAC shutdown
- **2026 refrigeration optimization pilot** (50% of store consumption)

\$130MM

projected savings for 2026



CERCA Culture

SMU's **culture and values** will support the plan through **shared value and environmental initiatives aligned** with **business needs** and contributing to **sustainable development**

OUR VALUES

Be **close**, work with **excellence**, act with **respect**, **collaborate** internally and compete externally, move with **agility**.



OUR SUSTAINABILITY MODEL





Shared Value

Ongoing work with small businesses, **supporting their development and advancing our business objectives**

Between 2026–2028, we aim to increase customer awareness of *100% Nuestro* products, while we support suppliers with mentoring and training



With *Impulsa Tu Negocio*, we help B2B customers to grow, thereby increasing sales and expanding their spending at Alvi





Environmental Care

Strengthening processes across **the value chain to reduce food waste**



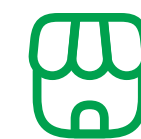
Back Office

Selection of attractive assortments for our customers, with competitive prices



Logistic Chain

Accurate demand planning and inventory management



Stores

Proper product display on shelves and adherence to processes



Partnerships with Non-Profits

Close collaboration with non-profits to maximize positive impact



Diversity & Inclusion

Concrete actions reflect the Company's **commitment to diversity and inclusion**

Gender

65%

* female employees

SMU



Generations

8%

* employees aged 60+

Disability

1.46%

329 employees

Partnerships & Shared Value



OUR
**DIVERSITY & INCLUSION
MODEL**

**POR UNA SOCIEDAD
MÁS INCLUSIVA**



SMU
DAY
2025



SMU
Peru

**maxi
ahorro**

¡Donde comprar, es ahorrar!

Soft-discount supermarket focused on **offering low prices** and an **efficient assortment**, oriented toward low-sophistication final customers, covering both fill-in and stock-up missions for a **fast** and **easy** shopping experience.



27
stores



78%
in the northern
region, focus area
for future growth



Focus
on stock-up
purchases at low
prices



Mayorsa

¡Compra más, ahorra más!



6
stores



Focus
on B2B
customers

Maxiahorro Value Proposition

Optimizing assortment and significantly increasing private label penetration

Private Label

Differentiation, profitability, and competitiveness, with new launches of locally sourced and imported products, leveraging synergies with SMU Chile.

Efficient Assortment

Offer a **fast and easy** shopping experience, covering both **fill-in** and **stock-up** purchases with a smaller number of SKUs.

New Formats

Introduce **small-format** products aligned with **customer needs**.

Competitiveness

Operating improvements will generate **savings** that enable **more competitive prices**.

¡Merkat es la marca que merece tu familia!

Con una variedad de productos en las categorías más importantes. Te ofrecemos calidad superior al precio del mercado.
¡Te invitamos a conocer su línea!



Maxiahorro Value Proposition

New openings increase scale while **leveraging existing logistics, technology, and back office infrastructure**

+22

Openings
2026-2028



Organic Growth

Parameters for new stores are being redefined, reducing the amount of investment required and enhancing profitability

New DC

Opened in the **northern region** in 2024 with the **capacity to supply new stores**, taking advantage of the investment in the **automatic fill-in system**

unipay

The credit card adds value to the retail business by offering enhanced benefits to customers, generating incremental sales

Unipay, the best way to pay

Customers at Unimarc, Alvi, and Super 10 receive **additional discounts** when paying with Unipay—boosting sales, promotions, and usage of this payment method

+2.5x

Expected increase in Unipay penetration of SMU sales from 2025 to 2028



Unipayer

Pide tu tarjeta y pasa

agosto

más fácil con estos

descuentos

viernes

10% dcto adicional

En el total boleta con tope \$5.000.

UNIMARC Alvi Super 10

jueves y viernes

20% dcto adicional

En el total boleta con tope \$7.000, una compra diaria.

UNIMARC App

miércoles

despacho gratis

por compras sobre \$30.000

UNIMARC App

todos los días

1% de Cash back

Al pagar con unipay tus cuentas en Unired, en tu estado de cuenta.

unired.

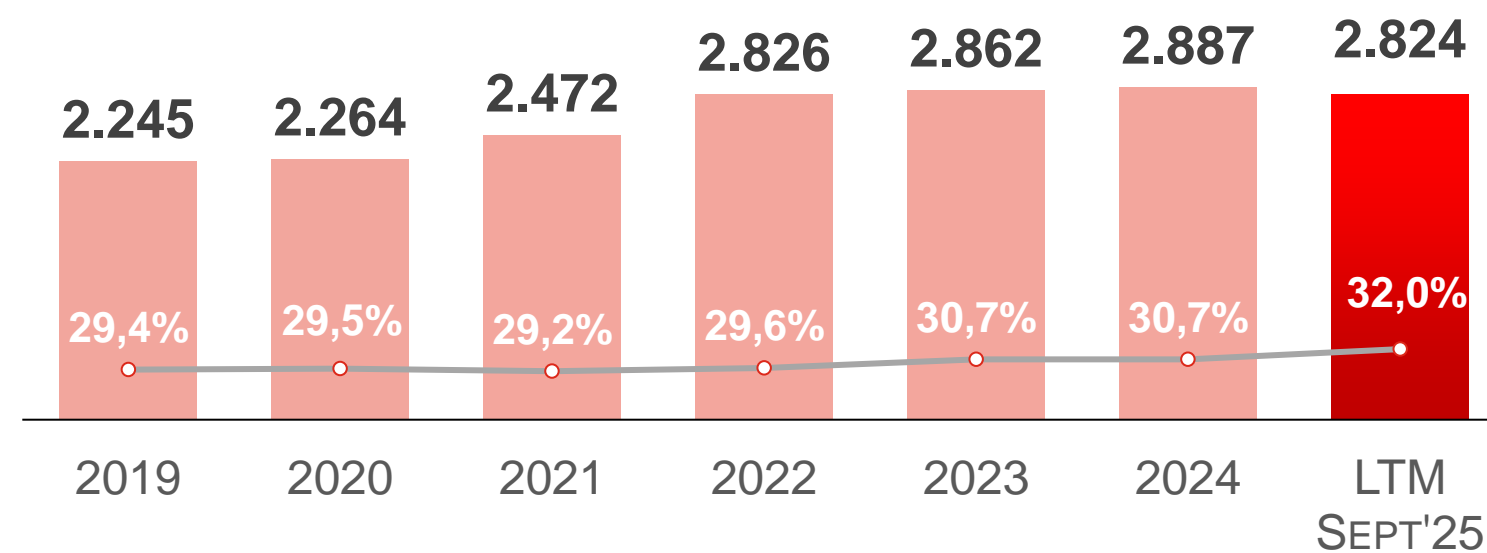
Crédito sujeto a evaluación crediticia. Todas las promociones se encuentran vigentes hasta el 31 de agosto 2025. Ver bases legales en www.unipay.cl

unipay La mejor forma de pagar

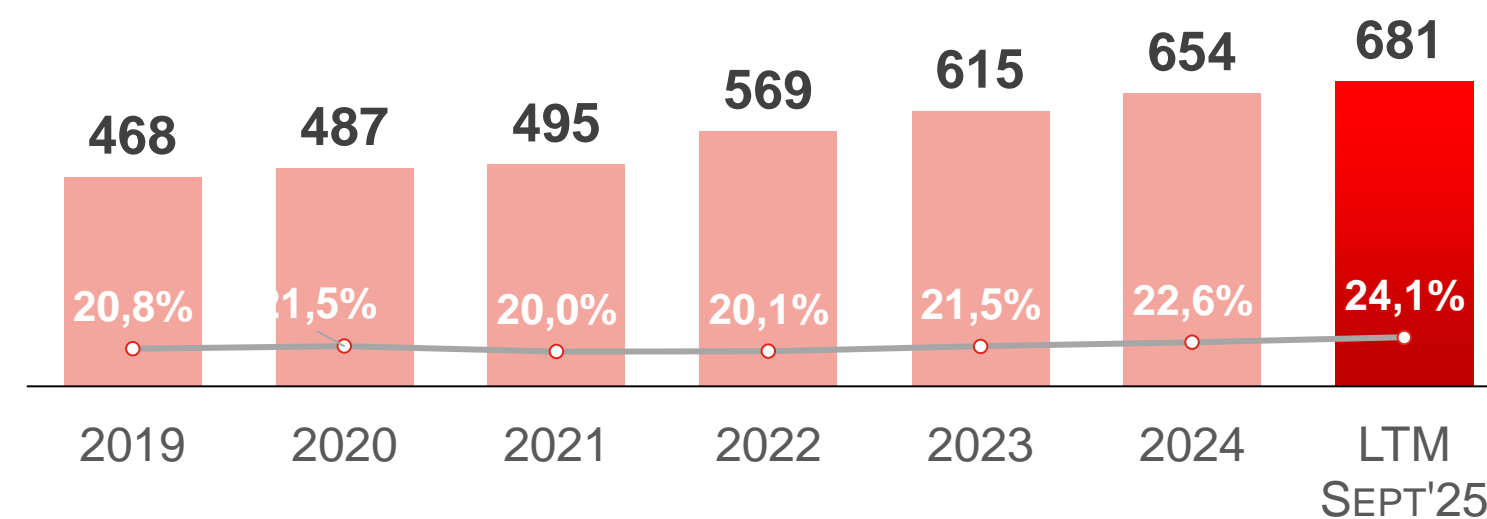


Financial Capacity

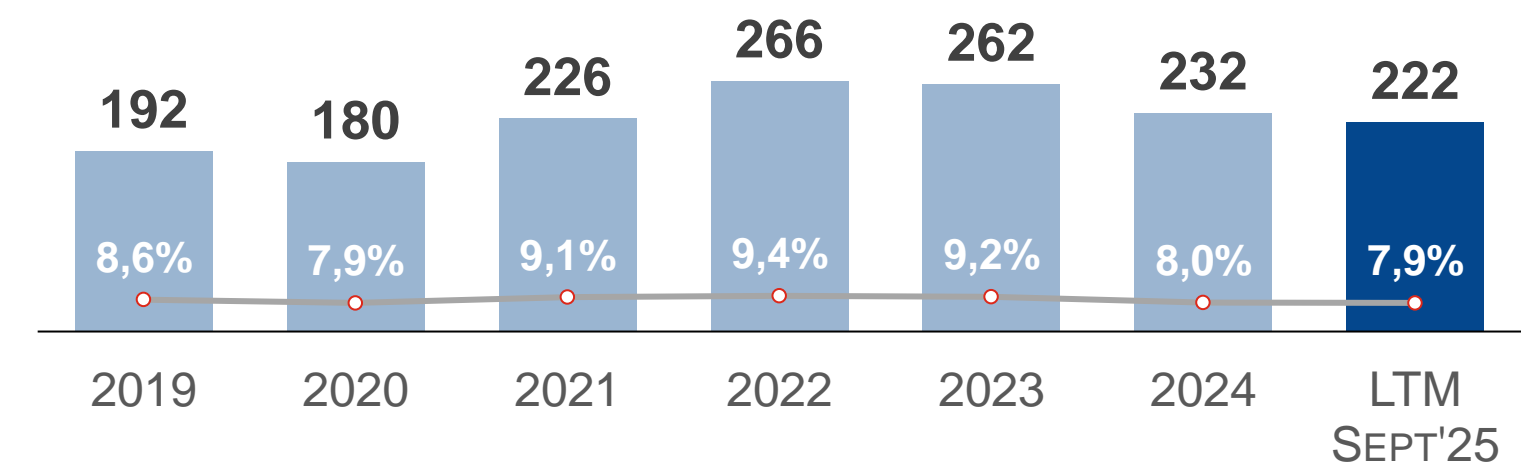
Revenue & Gross Profit⁽¹⁾ (CLP Bn; %)



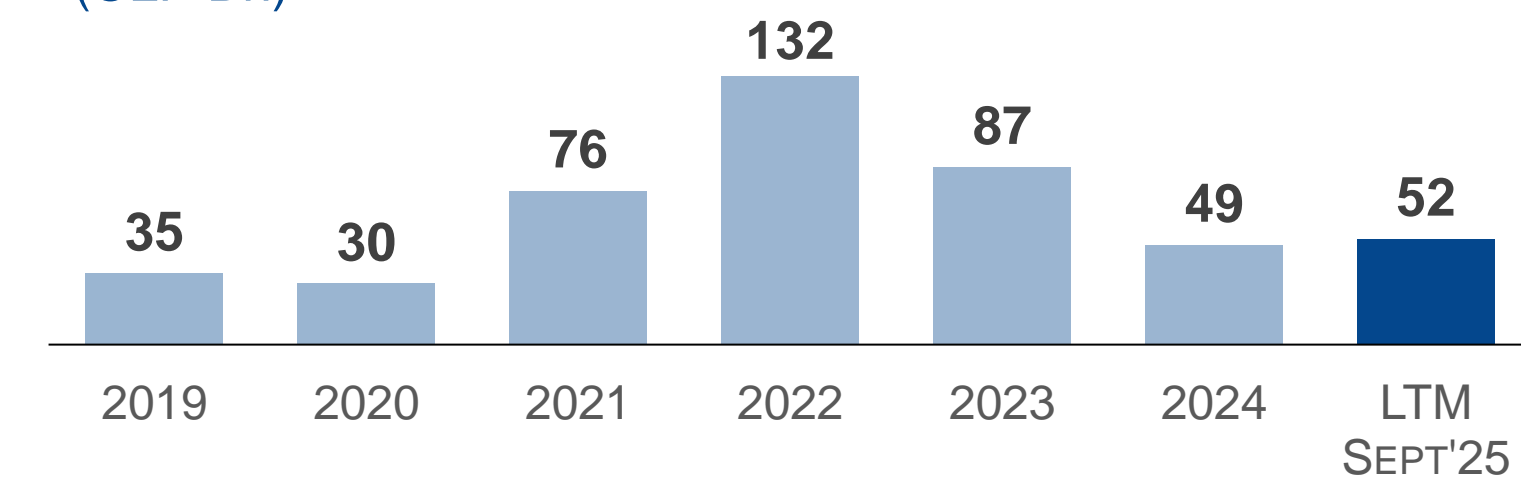
OPEX & OPEX Margin^(1,2) (CLP Bn; %)



EBITDA & EBITDA Margin^(1,3) (CLP Bn; %)



Net Income⁽⁴⁾ (CLP Bn)



- (1) Revenue, operating expenses, and EBITDA exclude OK Market in all periods
 (2) Operating Expenses: Sum of administrative and distribution expenses, excluding depreciation and amortization
 (3) EBITDA = Gross profit – administrative expenses – distribution costs + depreciation + amortization
 (4) Net income for 2022 includes a non-recurring impact from the sale of OK Market (CLP 20.5 Bn)

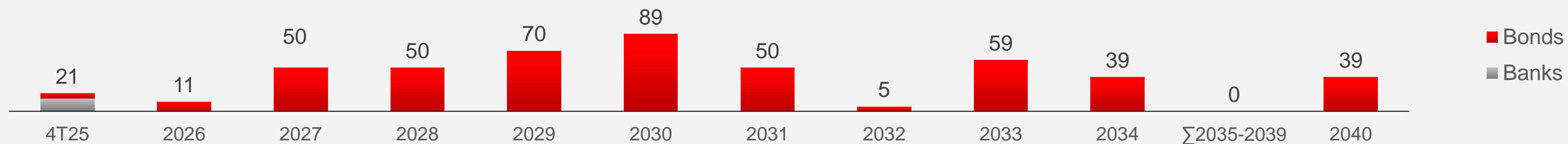
Financial Capacity

Healthy cash generation and a comfortable maturity profile provide financial flexibility

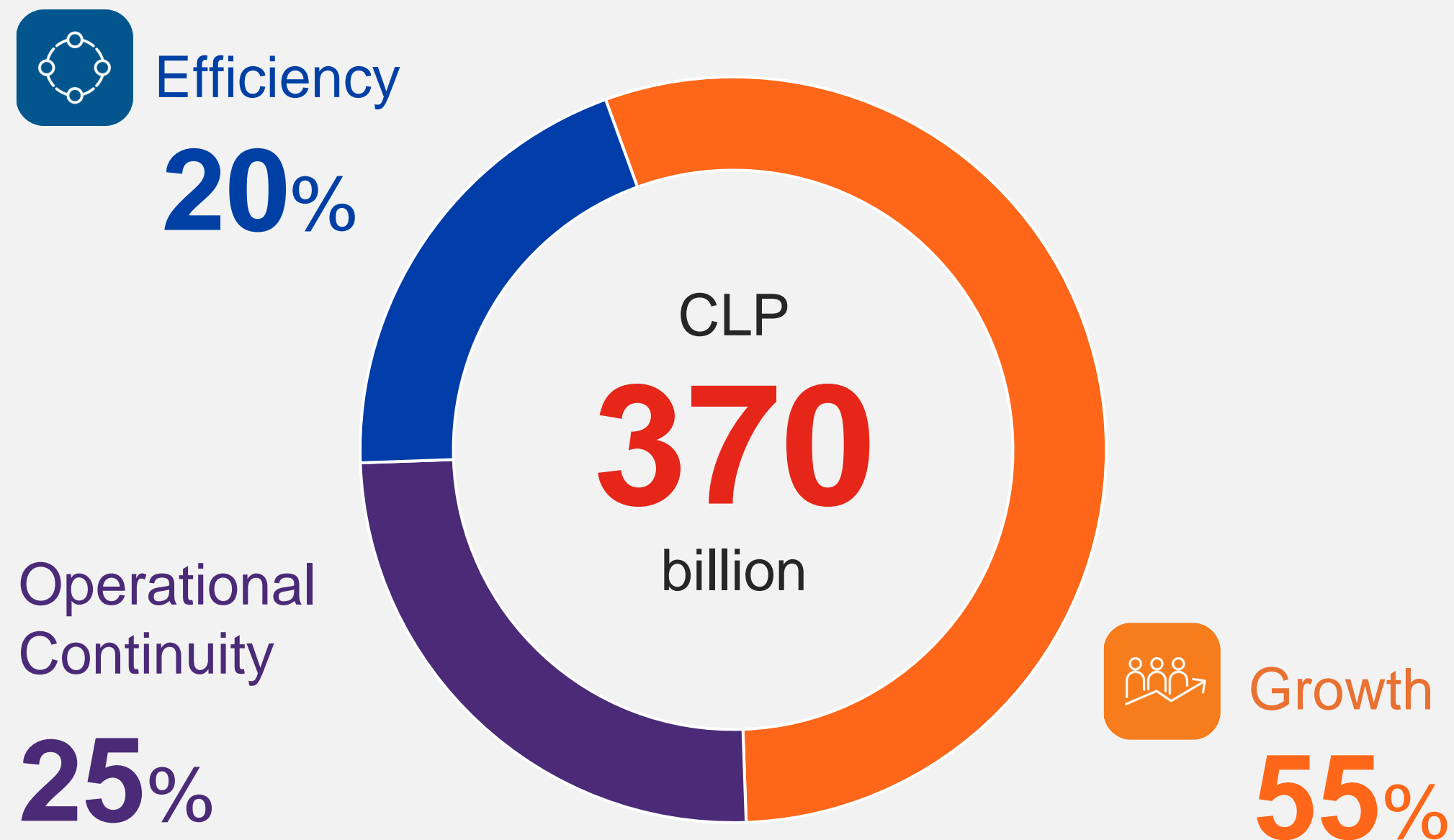
Cash flow 2023, 2024, and 9M25
(CLP Bn)



Debt Maturity Profile as of September 30, 2025
(Bonds and Bank Debt - CLP Bn)



CAPEX 2026-2028



Technology Assets

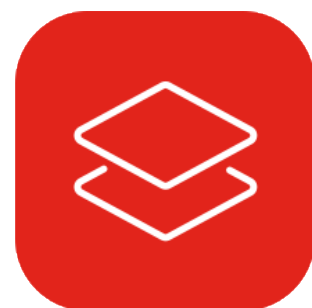
CLP
80
billion

CAPEX + OPEX
2026-2028

Technology & Digital projects will require CLP 80 billion in capex and opex combined between 2026 and 2028.



Growth with Value for
the Customer



Technology
Assets



Efficiency &
Productivity



Sustainable
Culture

Financial Impacts

Total Capex

CLP 370 Bn
2026-2028

Expected sales
growth

5-6% CAGR
2026-2028



New openings



Store upgrades



Value-proposition improvements

Agenda

1. Highlights Plan 2023-2025
2. Industry and Trends
3. Strategic Plan 2026-2028
- 4. Appendix: Summary of Initiatives**



Strategic Plan
2026-2028

+50

Omnichannel municipalities

80

store upgrades

+3pp

private label penetration

Nuestra
Cocina

TeNTO

Merkat

Amada
MASA



60



new openings



+ focus on
relevant assortments



+ Coverage &
Scale



+ Competitiveness





Digital Integration

New Architecture 100%
deployed in 2026



New Technologies

AI & Data First



Agility, Simplification & Efficiencies



Cloud First

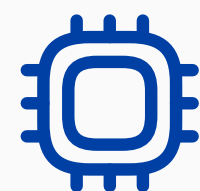
Migration & Modernization
to New Cloud
Savings CLP +6 Bn 2026-2028



Security & Resilience

ISO 27001 level 4 of 5





**+ in-store
technologies**



**+ availability
of products**



+ optimization
of transport systems &
WMS



+ AI agents
in back office and supply
chain



+25%

logistics network
capacity

+37 pp

Unregulated- electricity
rates & renewable-
energy consumption
reaching 55%



SMU DAY 2025



www.smu.cl